

DDA Registry
83-0140/5

25 JAN 1983

MEMORANDUM FOR: Director of Training and Education


FROM: Harry E. Fitzwater
Deputy Director for Administration

SUBJECT Phase IV Long-Range Plan Action Items

1. As a result of the recent exercise in long-range planning for the EXCOM, a number of themes were identified which require further action. The items generally concern improving the management of support services. They need further research, coordination, and study. To accomplish this, it is requested that you conduct a thorough review of the subjects listed in the attachment and submit a detailed report on your findings. Your efforts should result in a thoughtful exploration of the topics which, from a Directorate viewpoint, considers the organizational implications as well as the potential for improving the efficiency, effectiveness, and timeliness of our support to the Agency's mission.


2. In addition to addressing the items listed in the attachment, you are requested to conduct a general review and report on the performance of your office in response to customer requests. This review should also verify the need for all administrative reporting which you originate. You should include a discussion of the timeliness, quality, and responsiveness of your support, both at Headquarters and in the field. Some examples of the support to be covered are: (1) Professional Development, (2) Intelligence Training, (3) Management and Administrative Training, (4) Language Training, (5) Operations Training, (6) CIA External Training, and (7) The Off-Campus Program. Also, provide a thorough discussion on how to reduce lead times, improve the overall quality of support, and reduce unnecessary paperwork. Your review should also identify those sections of regulations that are thought to be unnecessarily cumbersome. A mutually acceptable date for the completion of these reports should be coordinated with the DDA Plans Officer

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Harry E. Fitzwater

Attachment

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orig - Adse (w/att)

1 - HEF Chrono (w/o att)

1 - DDA Subject (w/att)

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1. FUTURE CHANGE: This review should focus on the need for future changes in management training. It should study the role of the clerical, the middle manager, and the senior manager from the viewpoint of the effects that the automated office will have on their traditional office functions. The study should suggest ways for the Agency to prepare the employees for a smooth evolution with their changing roles and also establish the requirements for retraining displaced personnel for new jobs.

2. CURRICULUM CHANGES: This report should discuss the need for change in the mix of Agency training to maintain a proper balance with the change in Agency personnel functions listed in paragraph 1, above. It should address the cost/benefit ratio of the Office of Training and Education placing more emphasis on teaching specific job functions and updating skills rather than on professional education.

3. NEW METHODS: This report should explore the feasibility of contracting out blocks of training such as office skills. It should also present a strategy for making more use of vendor-provided training on new systems and equipment. At the same time, you should include a presentation on developing teaching packages which could be self-taught on VM and put on video tape and sent overseas. The report should address the possibility of expanding language training by the use of Computer Assisted Instruction.